

City of
TULLAHOMA
Tennessee

Comprehensive Plan



Presented by the
Tullahoma Planning Commission



Department of Planning & Codes
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CITY OF TULLAHOMA, TENNESSEE

FINAL DRAFT 5/11/2011



COMPREHENSIVE DEVELOPMENT PLAN

GOALS, OBJECTIVES & POLICIES

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TABLE OF CONTENTS

Executive Summary	5
Introduction	6
Purpose of the Plan	6
Plan Goal	6
Plan Strategy	7
Planning Principles	7
Comprehensive Plan Background.....	8
Public Concerns.....	9
Existing Development Pattern.....	10
Residential	12
Commercial	14
Industrial.....	15
Recreational.....	15
Institutional	17
Vacant.....	17
Assumptions	17
Environment.....	17
Technology.....	18
Population	18
Organization & Economy.....	18
Land Use Plan	19
Rural Area	19
Urban Area.....	19
Central Business District	20
Inner City.....	20
Development Centers	22
Development Corridors	22
Linear Development.....	22
Open Space Network	22
General Development Policy	23
Economic Development Goals	24
Education Goals.....	28
General Government Goals	29
Social Services Goals	32
Housing & Community Development Goals	34
Conservation Goals.....	36
Protection of Persons and Property Goals	39



Recreation and Culture Goals	41
Transportation Goals.....	44
Utilities and Communications Goals.....	48
Assurance of Non-Discrimination.....	51
Disclaimer	51
Appendices	
Appendix A – Tullahoma Community Profile	52
Appendix B – Bibliography & References	60

TABLES

Table 1	Land Use Designation Compatibility	11
Table 2	Land Use in Tullahoma Urban Area, 1986	12
Table 3	Land Use in Tullahoma Urban Area, 2010	14

MAPS

Map 1	Tullahoma City Limits, 2011	13
Map 2	Tullahoma Urban Growth Boundary, 2010	16
Map 3	Land Use Plan	21
Map 4	Major Thoroughfare Plan, 2007	47



EXECUTIVE SUMMARY

This is a Plan about diversity. Community differences provide choice. Choice allows residents and employers to select the community or neighborhood that best suits their needs and preferences *within* the Planning Area of Tullahoma. If enough choices are not provided here, the market will find them elsewhere.

A plan that focuses on community diversity must address many land use components, the most fundamental of which are open or protected space, residential neighborhoods, commercial/institutional development and industrial/manufacturing facilities. Having a county that is attractive to both employers and residents is vitally important to growing our population and economy. Improving our quality of life and providing a variety of community types for a variety of consumer preferences helps to achieve this goal. Quality of life does not have to be sacrificed for development or vice versa. This can be achieved through planning for development that is sensitive to the community in which it is placed.

The Comprehensive Plan is a valuable community development tool. The document provides specific goals, policies, and action steps that can help prepare for change, or if necessary, minimize change while supporting a variety of community types and choices. It is also a plan that takes into consideration not only public opinion and good planning principles, but also the local political environment and the realities of property rights issues. This prevents the Plan from being *created in a vacuum*. The plan is flexible and always subject to change. Land use in The City of Tullahoma is in a constant state of transition. Requests are made every month to change how property may be used. While most of these changes are gradual and have minimal impact on the surrounding community, some can be sudden and have a great impact. Many factors influence land use changes. Transportation has a great influence on land use. Changes in how we move from one point to another bring about changes in land use patterns and development form. This is a trend that has remained relatively unchanged. That is also why there should be close coordination between the Comprehensive Plan and the Long-Range Transportation Plan.

Whether urban, suburban, or rural, each area in Tullahoma has a different physical form and character. These differences contribute to a community's uniqueness, strengths, and opportunities. These differences also require different solutions. This Plan provides alternatives to a one-solution-fits-all approach.

INTRODUCTION

The Comprehensive Development Plan (CDP) or sometimes referred to as the “Comprehensive Plan,” is the basic policy statement on Tullahoma's long-term development. The CDP describes the general social, economic, and physical condition desired by the community and sets forth goals, objectives, and policies as a framework for decision-makers. The Comprehensive Development Plan is an official public document adopted by the Tullahoma Municipal-Regional Planning Commission and the Board of Mayor and Aldermen of the City of Tullahoma, Tennessee. This edition supersedes the existing CDP adopted on January 12, 1987. It is intended for use by all persons and public and private organizations interested in the development of the community.

PURPOSE OF THE PLAN

The four main purposes of the Comprehensive Development Plan are:

- Identify factors affecting the community's growth and development in order to anticipate and plan for the future;
- Determine community goals describing the general social, economic, and physical condition desired by the community;
- Establish objectives expressing community priorities for directing resources to meet community goals; and
- Develop policies for ensuring that public and private actions result in coordinated and effective community development.

PLAN GOAL

The overall goal for this plan is to provide guidance in creating desirable and diverse residential and business communities in Tullahoma and to encourage and provide for new development opportunities while protecting neighborhoods, infrastructure, and the environment.

PLAN STRATEGY

The overall strategy for the plan is to address each community type on its own terms and make recommendations that will best integrate new development and land use changes with existing character and form. Additional goals and strategies are provided for the six basic community components: Housing, Business, the Natural Environment, Public Spaces and Recreation, Civic Facilities and Services, and Transportation.

PLANNING PRINCIPLES

Good planning expresses certain qualities or principles of excellence. Any planning activity should be conducted with these principles in mind. The following principles of good planning help guide the work of the Planning Commission and staff.

- Planning should provide for the health, safety, and welfare of the community.
- Planning should be proactive and visionary.
- Planning should reflect the integration of comprehensive economic, social, and environmental factors.
- Planning should promote the wise use of existing resources without compromising our options for the future.
- Planning should recognize the importance of diversity in our community, including its people, cultures, values, places and natural resources.
- Citizen involvement in the planning process is essential.
- Planning should reflect a high ethical standard, free from conflicts of interest.
- Planning should seek to find a balance between what is good for the community as a whole and the rights of citizens as individuals.
- Planning should incorporate realistic and flexible implementation components that define specific areas of responsibility.
- Planning should recognize the importance of the urban, suburban, and rural areas to the economic and cultural vitality of the entire community.
- Planning should facilitate new growth while protecting neighborhoods, infrastructure, and the environment.

- Planning should be an ongoing process in which previously developed plans are reviewed periodically and updated or modified as needed if conditions or preferences have changed.

COMPREHENSIVE PLAN BACKGROUND

Though Planning is not required in Tennessee, state legislation allows a region, municipality, or county to establish a planning commission. If a planning commission is formed then a Comprehensive Plan is required. Tennessee Code Annotated 13-3-301 states: "It is the function and duty of a regional planning commission to make and adopt a general plan for the physical development of the territory of the region."

Other reasons for having a plan:

- A plan creates order from chaos.
- A plan helps lay a solid foundation for physical growth.
- A plan helps in making wise capital expenditure decisions by identifying and prioritizing needs.
- A plan helps integrate and soften the impact of varying land uses.
- A plan helps serve as the focus for coordinating government services and neighborhood
- A plan helps to maintain property values.
- A plan helps to stabilize neighborhoods and preserve their quality.
- A plan helps to maintain and preserve a community's choice of lifestyle whether that lifestyle is urban, suburban, rural, or something in between.
- A plan helps to provide appropriate regulations throughout each district to protect investments.
- A plan offers good support for positions neighborhoods may wish to take.
- A plan helps foster community leadership.
- Some funding sources may require that a plan be in place.
- A plan can help improve a community's quality of life and overall economic vitality.

The City of Tullahoma Comprehensive Development Plan recognizes that land use is always in transition.



The Comprehensive Plan is about change and how best to accommodate it or, as in the case of some protected lands, how best to prevent negative impacts from unguided change.

Transition - Passage from one state, place, stage, or subject to another: change.

The Comprehensive Plan is a general land use plan and advisory guide for future physical development in Tullahoma. It is a tool to help coordinate regional planning efforts. The word plan is defined as a "method for accomplishing an objective." The Comprehensive Plan is one of the Planning Commission's strategies for achieving its mission.

Plan - Method for accomplishing an objective

The Comprehensive Plan is a proactive set of recommendations about how to improve a given area of the city or its Urban Growth Boundary (UGB). It is a general policy guide for future development and community improvements. The Plan is not meant to discourage growth, but rather to support quality growth by integrating well-designed development into suitable and appropriate areas and ensuring the most efficient use of tax dollars.

A land use plan approved by the Planning Commission and the local governing body is one of several factors that are considered when reviewing zoning requests and development proposals. Each zoning request is reviewed on its own merits. A proposed use or development that is not fully consistent with the Comprehensive Plan does not close the door on that project. The zoning process is the proper forum to discuss the details for proposed projects. The plan serves as a guide to help determine what areas are best suited to different land uses. It separates where necessary and integrates where appropriate. A successful plan is one that is flexible and workable.

PUBLIC CONCERNS

Past and present public input, collected through various plan processes, reveals that the most common concerns for Tullahoma are:

- Promote and protect community identity.
- Encourage responsible nonresidential development and redevelopment.
- Promote retail development and shopping opportunities.
- Promote job creation.



- Promote diverse housing opportunities while protecting and revitalizing existing residential areas.
- Maintain healthy water resources, preserve natural areas and be sensitive to topography.
- Improve and expand park and recreational opportunities (including regional and neighborhood parks and greenways).
- Improve pedestrian, bike, and transit facilities while strengthening the existing road network.

EXISTING DEVELOPMENT PATTERN

The urban area encompasses land outside as well as inside the present corporate boundary of Tullahoma. Since urban growth does not confine itself to political boundaries, the examination of land uses should follow accordingly. An urban area, such as Tullahoma is a constantly changing, dynamic entity, and its boundaries have continued to change. It is, therefore, the intent and purpose of this section to examine the entire Tullahoma area in regard to existing land use, developing trends and patterns of land use, and physical limitations to future development. The Tullahoma area contains approximately 26 square miles (16,783 acres) of land, much of which is presently vacant and undeveloped.

In addition to the area within the corporate limits of Tullahoma, the State of Tennessee, through Chapter 1101 legislation, created Urban Growth Boundaries (UGB) to help in long-range planning for rural areas and to reduce conflicts among cities and counties. Tullahoma participates in this process in both Coffee and Franklin counties as the City's UGB impacts both (see Map 2). Neither Coffee nor Franklin County has elected to grant Tullahoma extra-territorial zoning authority within its UGB.

In 2009 Tullahoma adopted a new zoning ordinance. Table 1 provides a cross-reference for land use designation and zoning district compatibility.

TABLE 1

LAND USE DESIGNATION COMPATIBILITY

NOTES: Shaded areas represent compatible zoning classifications. Non-shaded areas represent zoning classifications that are not compatible with land use designations.

LAND USE DESIGNATION	ZONING CLASSIFICATION									
	A	OS-1	R-1	R-2	R-3	R-4	C-1	C-2	I-1	I-2
Residential Low Density/Single Family										
Residential Low Density/UGB										
Residential Medium Density/Duplexes										
Residential High Density/Multi-Family										
Residential High Density/Mobile Homes										
Commercial, Central and General Neighborhood										
Industrial Light										
Industrial Heavy										
Recreational and Open Space										
Institutional and Other Public										

TABLE 2

**LAND USE IN
TULLAHOMA URBAN AREA, 1986**

	ACRES	PERCENT OF DEVELOPED LAND	PERCENT OF TOTAL LAND
Residential	3,452	58.3	20.9
Commercial	675	11.4	4.1
Industrial	456	7.7	2.7
Institutional	225	3.8	1.4
Transportation, Communication, and Utilities	1,114	18.8	6.7
TOTAL DEVELOPED	5,922	100.0	35.8
Agricultural, Undeveloped (Vacant), and Flooded Areas	10,620		64.2
TOTAL ACREAGE	16,542		100.0

RESIDENTIAL

Land uses in the residential category (single-and multi-family development) comprises the largest category of "developed" land use in the City of Tullahoma. Approximately 58.6 percent of the City's total developed acreage includes all types of residential development from large lot single-family dwellings in rural sections to multi-story apartment buildings in the central city area. Although residential land uses generally occur throughout the City, the residential land use pattern has generally westward orientation. The availability of public services and facilities, the suitability of soils for septic tank use, generally less severe terrain, and greater accessibility afforded by major arterials have greatly influenced this pattern of development.

MAP 1

TULLAHOMA CITY LIMITS, 2011

This map depicts the Tullahoma Municipal Limits as of 19 January 2011 and is subject to change

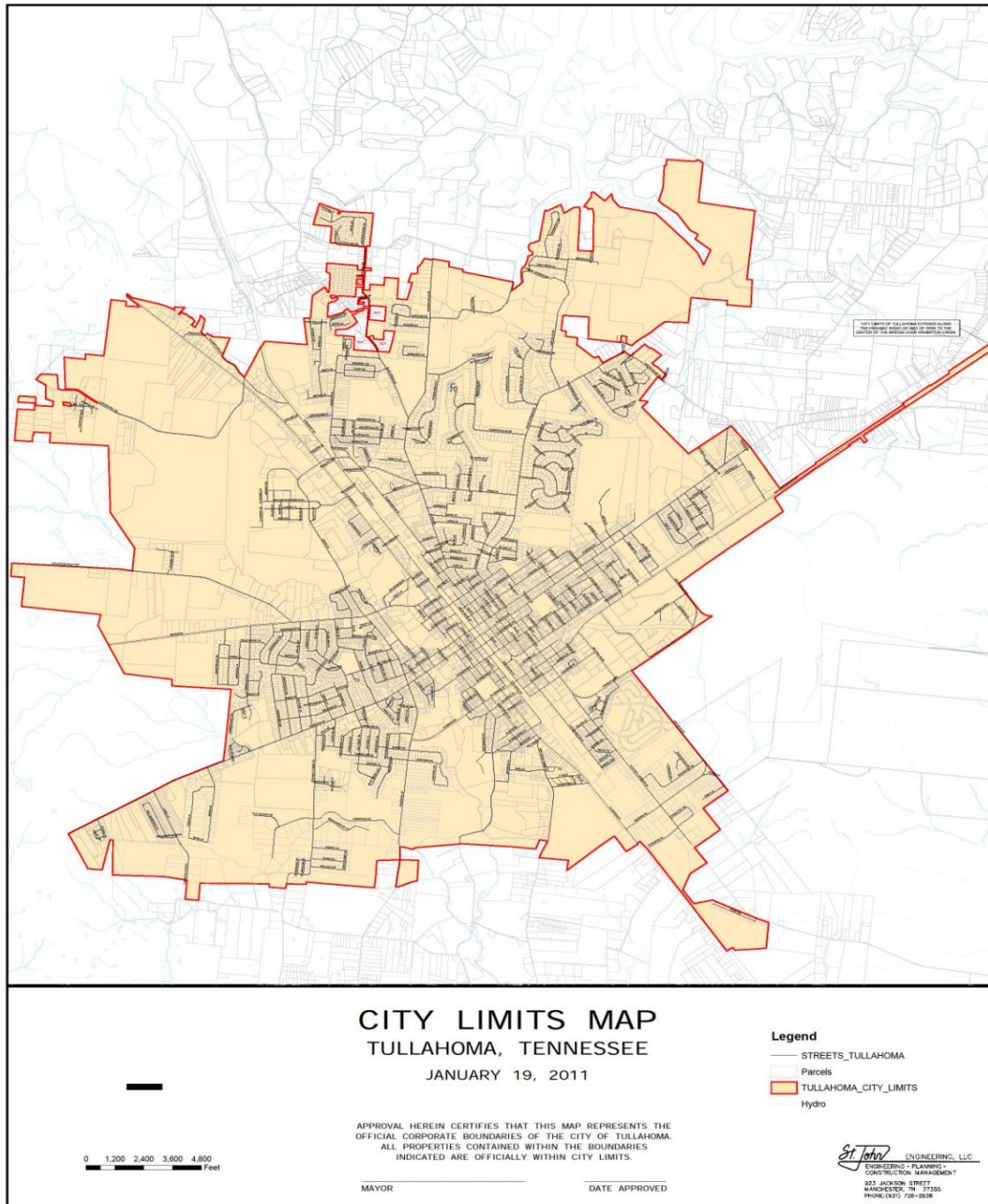


TABLE 3

**LAND USE IN
TULLAHOMA URBAN AREA, 2010**

LAND USE CATEGORY	ACRES	PERCENT OF DEVELOPED LAND	PERCENT OF TOTAL LAND
Residential	5,179	58.6	33.9
Commercial	687	7.7	4.5
Industrial	927	10.5	6.1
Institutional	556	6.3	3.6
Transportation, Communication, and Utilities	1,497	16.9	9.8
TOTAL DEVELOPED	8,846	100.0	57.9
Agricultural, Undeveloped (Vacant), and Flooded Areas	7,937		42.1
TOTAL ACREAGE	16,783		100.0

COMMERCIAL

This land use group includes a wide range of activities including retail sales and service establishments, commercial office, bank and other financial institutions, and any other land use which is primarily commercial in nature. These land uses, a group, occupy a much smaller percentage, 7.7 percent, of the City's overall developed acreage. This is due in part to the fact that commercial land uses, by nature, are more intensive in terms of land utilized than residential activities. Generally, neighborhood and community shopping facilities are located throughout the City and are situated in close proximity to residential areas. The primary commercial complex with regional orientation is along Jackson Street (SR41-A). Although the Central Business District (CBD) has declined in importance in recent years as a retail center, it remains a viable commercial center and focal point for the City. These basic features are found within an overall system comprised of intensive commercial activity radiating away from the CBD and forming corridors which parallel major thoroughfares and highways. Other less extensive commercial areas are found throughout the City.

INDUSTRIAL

The industrial category includes activities which, like commercial land uses, can be considered very intensive. Use involving the manufacturing or processing of various materials into finished products are included in this category. The uses vary from small light industrial operations with small work forces to large plants and factories employing hundreds of workers. The number of acres devoted to industrial land uses in Tullahoma accounts for 10.5 percent of the total developed land area. Although this is a small percentage relative to residential land uses, there are several viable, well-defined industrial areas in the City of Tullahoma. These areas include the following:

- Tullahoma Industrial Park, located on the south side of State Route 55, near the Tennessee National Guard Training Center and the Arnold Engineering Development Center.
- An industrial area which follows the general alignment of CSX Transportation Railroad and is contiguous to Washington Street for the entire length of the City.
- The Tullahoma Municipal Airport and vicinity, located in the northwestern *quadrant* of the City.
- Each of these industrial areas has been located and developed to take advantage of good access, whether it is by rail, major thoroughfare, or air. In some cases, these concentrations are situated in close proximity to less intense land uses, resulting in incompatible land use patterns.

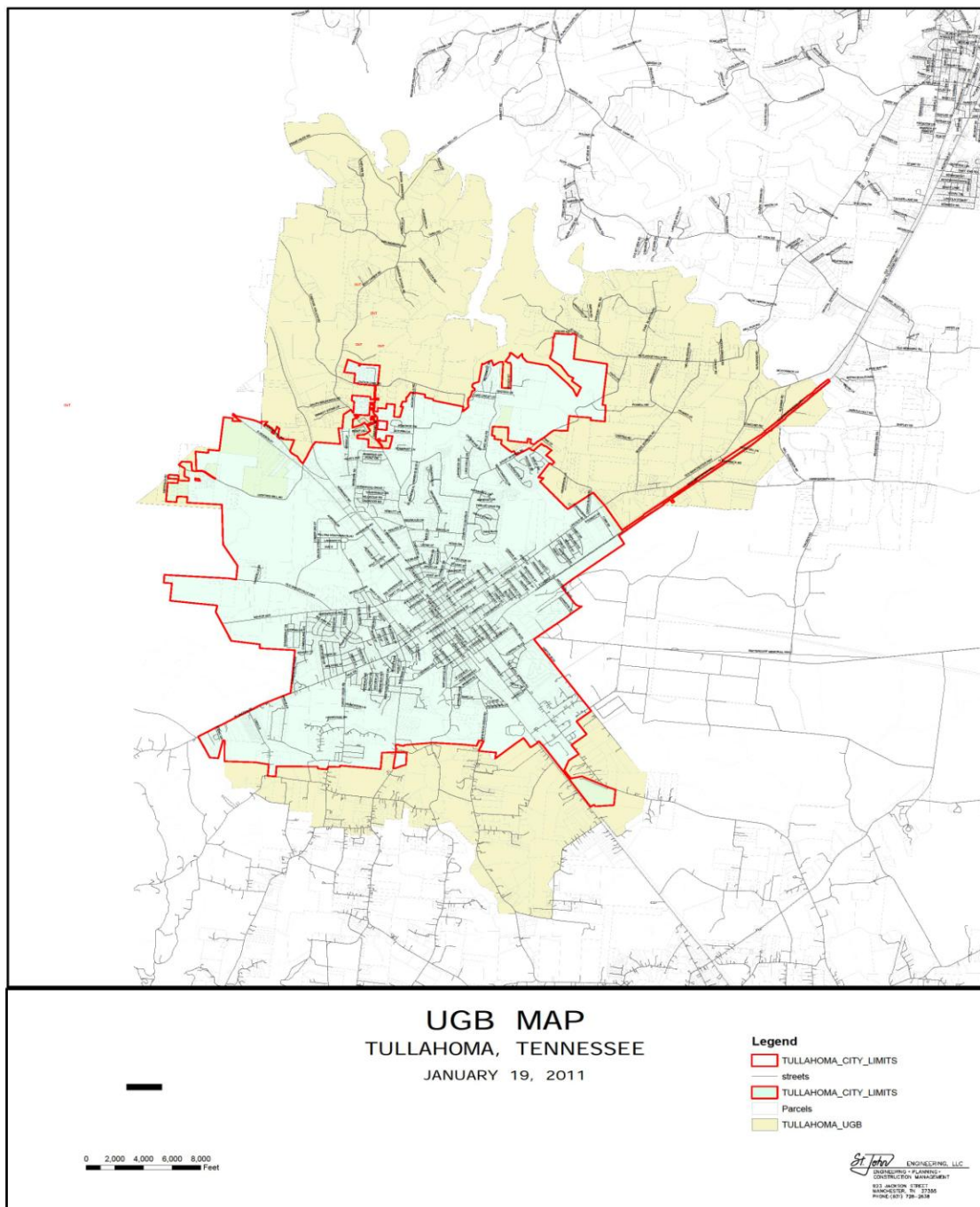
RECREATIONAL

The smallest land use group in the City is that which includes recreational activities. These include such uses as ball parks recreational facilities, and privately owned golf courses.

MAP 2

TULLAHOMA URBAN GROWTH BOUNDARY

This map depicts the Tullahoma Urban Growth Boundary for both Coffee and Franklin Counties



INSTITUTIONAL

Land uses in Tullahoma designated as institutional include churches, parks and recreational facilities, educational facilities, governmental buildings and offices and hospitals. Most of the local and state government offices are confined to the downtown area, which historically has been the location of such uses in many communities. Other institutional uses have developed over the years and generally have remained in the same specific locations. Major institutional uses include City Hall, schools, and the State Prison Training Facility.

VACANT

Accounting for some 42 percent of the total land area (including both developed and undeveloped), the vacant land use group is by far one of the most dispersed of all categories. This category represents property that has not been developed with urban land uses, and includes undeveloped open space, vacant parcels situated within developed areas and land used for agricultural purposes.

ASSUMPTIONS

The following assumptions are made about basic trends and conditions expected to affect Tullahoma's development. Significant deviation from these assumptions would require a major re-evaluation of the policies of this Plan.

ENVIRONMENT

No major changes are expected in the natural environment, be they: climatic, hydrologic, geologic, or organic.

Most of the existing developed area will maintain its present uses and character, except where redevelopment or revitalization programs are undertaken.

Land development will continue to follow topographical forms and transportation corridors. In keeping with the policies of the plan, development will be restricted from flood prone areas other areas of special environmental significance.

No significant depletion of local, regional, national, or international resources is anticipated which would drastically alter existing or future development patterns. Increasing prices of energy, especially for petroleum products, will cause continuing changes in personal lifestyles and business/industry practices. These changes will be characterized by increased attention to energy efficient

structures and vehicles, with the potential for a later, gradual trend to denser, more clustered, more integrated land development patterns.

TECHNOLOGY

Significant technological progress will occur during the planning period resulting in increased productivity and innovative solutions to community problems. Nevertheless, the impact of future technological advancement on the urban spatial structure is assumed to be minimal. At this time the direction of future technological change is unclear.

POPULATION

Population growth is assumed throughout the planning period. Depending on the policies in effect, population increases may range from 500 to 800 (3 to 5 percent) to conform to population trends experienced in communities of similar size and dynamics.

Several demographic trends are anticipated to continue into and throughout the planning period:

- Increasing percentage of elderly.
- Increasing interregional migration to and from the Middle Tennessee Region.
- Annexation of areas surrounding the City of Tullahoma.

ORGANIZATION & ECONOMY

No significant change is anticipated in the social structure of the community. Local government is assumed to increase in size and complexity of function during the planning period. Increased cooperation between the City of Tullahoma and surrounding municipalities and counties is expected. It is assumed that the City of Tullahoma will annex urbanizing portions of surrounding counties, especially those areas in Coffee and Franklin Counties.

Economic growth is assumed. The structure and composition of the local economy is expected to become increasingly complex. Economic activities will become more diversified and operations more sophisticated and capital intensive. The economy is expected to expand in both public and private sectors with the greatest growth occurring in non-industrial areas of the economy (e.g., service sectors).

- Increase productivity will result in higher per capita income.



- Economic activity, especially manufacturing, will decentralize.
- The percentage of the population participating in the labor force will continue to increase during the planning period.
- The labor force will become increasingly skilled and educated.

LAND USE PLAN

The Land Use Plan is the cornerstone of the planning process. The plan describes, in general terms, how Tullahoma should develop from present until the year 2030. The plan map illustrates the basic future development pattern of the community. The Land Use Plan identifies specific land uses.

The pattern shown on the map is not inflexible. It is to be used as a guide for policy development. The ideas expressed in the text are the basis for the more detailed goals, objectives and policies contained in the General Development Policy.

The following are descriptions of each of the eight elements of the Plan, and a brief policy statement on the growth and development of each during the next 20 years.

RURAL AREA

The Rural Area includes the undeveloped portions of Tullahoma which have moderate development limitations along with developable land well-suited for agriculture. The land with less capacity for both development and farming may be suited to rural development (low density development). Some of the land with greater capability is included in the Rural Area rather than the Urban Area as a means of reserving it for future urban development beyond the 20-year time-frame.

The Rural Area will remain largely undeveloped, being used mostly for agriculture and low-density residential use. Such development should be in keeping With the level of public services and be compatible with surrounding development. Urban development will correspond to the facility and utility service expansion policy of the City and utility boards.

URBAN AREA

The Urban Area is the center of the community's social, cultural and economic activities. Tullahoma's Urban Area will continue to be characterized by moderate density development, a wider range of interdependent (and mixed) land uses, and complex and economic action. Development densities in the Urban Area will



vary. The higher densities will be located in the Central Business District, with high density development also found along Development Corridors and in Development Centers. Residential densities will also vary in the Urban Area. Highest densities will be located in the older residential districts in close proximity to the Central Business District. Open Space, in the form of parks and land protected from development for environmental and flood reasons, will also be a part of the Urban Area.

While a modest expansion of the Urban Area is expected, primary efforts should be placed on more effective use of the existing Urban Area. More mixing of land uses and higher development densities will be needed. In addition, redevelopment and revitalization programs will be used to increase the quality and efficiency of the Urban Area. Efforts will be made to maximize the use of existing structures and to preserve Tullahoma's historical, architectural and cultural heritage.

Future expansion of the Urban Area will parallel economic needs and service and facility capacities. Growth outside the existing Urban Area will be limited to those areas having few physical limitations to development and where urban services can be provided at a reasonable cost to the developer.

CENTRAL BUSINESS DISTRICT

The Central Business District will be the dynamic and unifying focal point in the community's physical, social and economic development. Efforts will be made to diversify the Central Business District. Primary uses within the Central Business District will be government, banking and institutional uses, supported by retail and entertainment. Improvements will emphasize accessibility, aesthetics, and security. Structures of historic and/or architectural significance will be preserved, and adaptive reuse of older buildings will be encouraged. The Central Business District will remain approximately the same size, declining only slightly in the portions associated with the Development Corridors.

INNER CITY

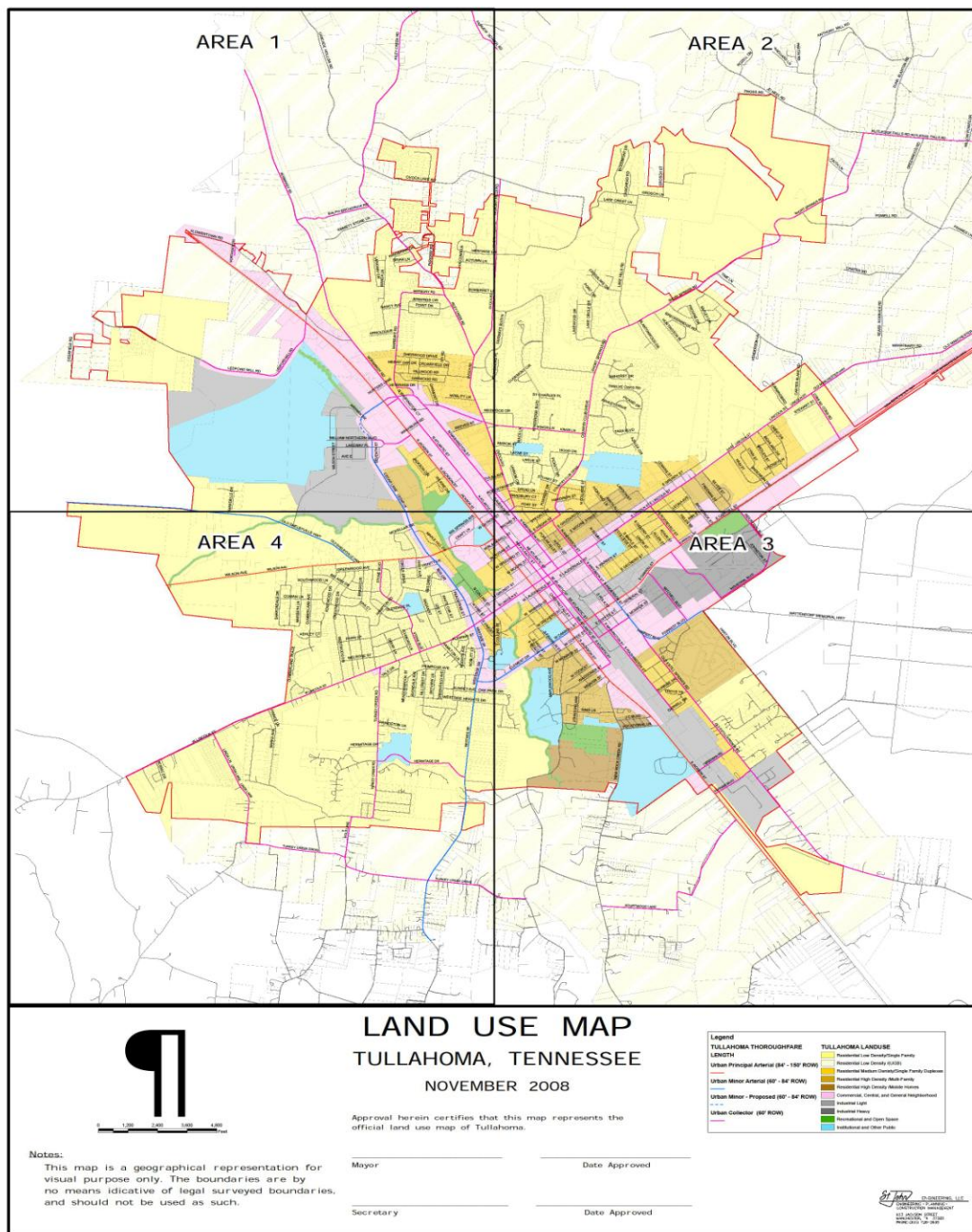
The Inner City is the portion of the Urban Area surrounding the Central Business District. It consists of dense, mixed development as a result of its central location and accessibility to local industry in the community. Being the oldest developed portion of the community, it possesses many sites and structures of historic and architectural significance which adds to its importance.

Policies affecting the Inner City will emphasize its role as the core of the Urban Area. Both economic and residential uses in the Inner City will be expanded, resulting in more intensely mixed land use pattern. Single-family neighborhoods and historic districts will be conserved and revitalized.

MAP 3

LAND USE PLAN

This map depicts the Land Use Plan as of the adoption of the Comprehensive Development Plan



DEVELOPMENT CENTERS

Development Centers are clusters of high-density development which act as "magnets" for residential and non-residential growth. These centers include neighborhood and community-serving commercial areas, industrial parks, and region-serving development centers containing a variety of commercial, office and institutional uses. Development centers should be designed to accommodate multiple uses and promote economy and efficiency in community development with regard to provision of public services such as roads and utilities.

Public policy will support the formation of Development Centers in preference to other forms of high density development. Proposals for regional centers such as high technology parks must be reviewed carefully to assess their impact on the Central Business District and general development pattern of the community.

DEVELOPMENT CORRIDORS

A Development Corridor is a broad belt of high and medium density development along the major arterial roads. The creation of new Development Corridors will be discouraged, as Development Centers are viewed as more beneficial to the community in terms of economy, safety, and aesthetics. The existing Development Corridor along Jackson Street northwest of the City will be improved to increase efficiency. Priority will be given to improving vehicular flow along the Development Corridor.

LINEAR DEVELOPMENT

Linear Development is a pattern of high intensity development lining a major thoroughfare (major collector road or arterial road). New and improved major collector and arterial roads will be designed to discourage high density land uses along them. Facial and Administrative policies will provide incentives to create Development Centers rather than Linear Development. Where possible, road improvements will correct problems resulting from Linear Development. Additional Linear Development will be limited to infilling where it will not adversely affect adjacent land uses or traffic flow.

OPEN SPACE NETWORK

The Open Space Network is a system of undeveloped land, recreational space and water areas which has been set aside for the community's health, safety and welfare. It includes lands which are environmentally sensitive reserve areas and existing park lands within the Urban Area. Services and facilities will not be



expanded into environmentally sensitive areas or areas being reserved because of their resource opportunities, namely lumber. Open space areas which are intended for recreational use will be provided with a variety of necessary facilities and services. In some cases, land will be added to the Open Space Network in order to reserve it as a site for future public use.

Expansions of the Open Space Network will be accomplished through public acquisition, mandatory dedication, land use controls and the encouragement of private development, such as golf courses, which is consistent with open space objectives.

The provision of open space in the Urban Area and Central Business District will be encouraged to offset the effects of intensive development and to resolve existing land use conflicts.

GENERAL DEVELOPMENT POLICY

The General Development Policy is a detailed statement of the policies concerning the community's long-term social, economic and physical development. The General Development Policy refines the Plan into a list of goals, objectives and policies which describe what the community is trying to achieve and how it should achieve it. The General Development Policy is intended both as a guide for day-to-day decision-making and as a foundation for other components of the planning process.

INTRODUCTION

The General Development Policy is organized into ten (10) major policy sections: (1) Economic Development, (2) Education, (3) General Government, (4) Social Services, (5) Housing and Community Development, (6) Natural Environment, (7) Protection of Persons and Property, (8) Recreation and Culture, (9) Transportation, and (10) Utilities. These divisions provide systems approach to organizing and analyzing information concerning development of the community. While some division do overlap and are interrelated, these divisions provide a convenient scheme for studying the community and formulating policies to guide its development. Within each division there are three sub-sections: (1) Land Use, (2) Services and Facilities, and (3) Administrative and Fiscal Policies.

The General Development Policy is intended primarily as decision-aid and reference document. Policies pertaining to a specific issue may be located in more than one policy section. Cross references are provided to aid in locating related policies contained in other sections. Users are encouraged to read entire policy sections in order to understand the full context of individual goals and objectives.

USE OF POLICIES & PLAN UPDATING

Policies contained within this Plan are to be used as guides for decision making. They are not decisions themselves. Adherence to the policies depends upon the conditions to which they are applied and the support they receive as tools for shaping the community's future.

Because conditions do change, as do perceptions on how the community should develop, the General Development Policy will be the major focus of future plan updates. The General Development Policy will be evaluated annually. Based on this review Plan amendments will be recommended to the Planning Commission and Board of Mayor and Aldermen for adoption.

ECONOMIC DEVELOPMENT GOALS

- Strengthen the economy to more effectively use the area's natural and human resources and better meet community regional needs.
- Ensure the location and development of only those commercial and industrial uses that will not adversely affect the community's human and natural resources.
- Ensure an adequate supply of suitable land for present and future economic development needs.
- Facilitate infrastructure development to support medical services, information and technology services, aerospace and automotive technology expansion and the retail sector of the community.
- Provide for efficient and harmonious distribution of industrial and commercial development.
- Establish Tullahoma as a development based center by building on area research and development sites such as Arnold Engineering Development Center, The University of Tennessee's Space Institute.

OBJECTIVES & POLICIES: LAND USE

Develop a variety of commercial areas to meet local and regional needs.

- Develop neighborhood-serving commercial areas providing for the sale of convenience goods and personal services to meet the day to day needs of adjacent residential areas.
- Develop community-serving commercial areas providing a wide range of goods and services accommodating the majority of consumer needs within major geographic sectors of the community.



- Develop region-serving commercial areas providing a full range of goods and services designed to accommodate regional markets.
- The Central Business District shall be the primary activity center within the Urban Area and should serve as a principle location for office, finance, and government activities with commercial uses that complement these activities.
- Locate commercial activities on sites which are accessible, adequately served by utilities and are compatible with adjacent/area land uses.
- Locate commercial areas based on their composition, scale, and intensity.
- Control linear development to prevent traffic congestion and encroachment into residential areas.
- New linear development shall be permitted only on arterials where compatible with road design and adjacent land uses.
- Redesign existing linear development to improve its functioning especially in coordination with street improvement programs.
- Only commercial uses requiring high accessibility or otherwise unsuited to "cluster" type development should be encouraged to locate in a linear fashion.
- Mixed use areas, providing for the integration of residential and non-residential uses, could be permitted in appropriate locations within the Urban Area. Within mixed use areas commercial activities shall be limited principally to low intensity commercial (e.g., neighborhood serving, home occupations) and office uses. The specific mix of uses should depend primarily on the character of the area.
- Ensure aesthetic and functional compatibility of uses.
- Locate professional office uses based on their intensity and market characteristics.
- The majority of office needs outside the Central Business District shall be accommodated in Development Centers.
- Integrate office uses with commercial uses in the design of major development centers.
- The Central Business District (CBD) shall be the primary development center of the City.
- The CBD should be an intensely developed and diversified area.
- Locate community-serving commercial development on major collector and arterial streets, on sites which allow for the clustering of activities and result in minimal negative impacts on adjacent properties or the transportation system.



- Locate region-serving commercial development on arterials in locations which are easily accessible to the state highway system. Development sites should be of sufficient size to permit future expansions.
- Provide a variety of industrial settings which encourage industrial growth and result in an efficient, harmonious land use pattern. Locate industrial development on sites which are:
 - Relatively flat and require minimal physical alteration;
 - Regular in shape and sufficiently large for the proposed activity;
 - Accessible to the highway system and, where appropriate, to rail lines;
 - Served or can be served adequately by utilities;
 - Developable in a manner compatible with adjacent existing or proposed land uses.
- New industrial development outside of an industrial park or planned setting should occur within existing zoning or adjacent to existing industrial areas. Areas proposed for the expansion of industrial uses should meet the same criteria as listed previously in this objective.
- Industrial development outside the Urban Area should not be permitted except for resource-oriented industries and as permitted by existing zoning.
- Provide incentives for the redevelopment and rehabilitation of existing industrial buildings and areas within the City.
- Ensure an adequate supply of land for industrial development.
- Identify and designate areas best suited to maintain and encourage industrial development.
- Preserve future industrial sites through zoning and acquisition.
- Provide information on sites suitable for new industrial development
- Review on request other sites proposed for industrial development to determine their suitability.
- Identify and encourage the rezoning of industrially zoned land that is inappropriate for industrial use.
- Encourage, where appropriate, the relocation of scattered manufacturing establishments which are incompatible with surrounding uses into areas designated as appropriate for industrial use
- Identify areas for technology development and adopt a comprehensive development plan that will ensure an adequate supply of land for technology uses with adequate urban services, design standards shall be applied to protect surrounding development and enhance the area's natural beauty.
- Preserve future technology sites through zoning and, where necessary, acquisition.

- Locate technology uses primarily in planned parks or CBD to efficiently utilize land supply and urban services.
- Apply design standards to all development within designated technology development areas to ensure compatibility between land use types.
- Phase technology development to coincide with the extension of urban services and utilities (i.e., utilities, transportation, etc.).

SERVICES & FACILITIES

Ensure sound industrial development compatible to surrounding land use through planning, design controls, and regulation.

- Develop industrial zoning regulations which ensure adequate public control of use, site design, access, provision of open space and buffering, and signage.
- Coordinate industrial development with the transportation system.
- Provide direct and easy access between industrial sites, trade routes, transportation facilities and terminals.
- Coordinate industrial development with public services and facilities.
- Locate industrial development in areas with adequate utility service availability.
- Permit new industrial development only in areas provided with power, water, and waste disposal facilities.
- Increase the competitive position of the City for the retention and attraction of business activities.
- Support programs which improve manpower availability and employment skills and opportunities for the residents of Tullahoma.
- Develop programs to utilize available retired skilled labor force.

ADMINISTRATIVE & FISCAL

- Expand local government's capacity to meet economic development goals.
- Integrate economic development planning with the comprehensive planning process.
- Develop and regularly update an Economic Development Strategy for local government action.
- Develop and maintain review procedures (e.g., Development Review Committee) and information base for assessing public and private development proposals.



- Provide plans and standards to guide the location of commerce and industry.
- Ensure participation of business and the general public in development of economic plans and programs.
- Ensure participation of appropriate public agencies in developing the Economic Development Strategy for the City.
- Continue to participate in the Governor's Three Star Program as a means of re-evaluating community strengths and weaknesses and identify community goals.
- Coordinate public and private sector responsibilities for recruiting, marketing, negotiating, and providing information to facilitate economic development activity.
- Monitor and Evaluate public and private development.
- Develop fiscal policies supportive of economic development goals.
- Establish policy regarding incentive financing.
- Analyze costs and benefits of all economic development proposals requiring provision of public facilities.
- Develop an Impact Assessment Program requiring economic development projects to contribute various funds to the City to maintain levels of service currently enjoyed by residents surrounding the project.
- Coordinate federal and state grant activities with the economic development strategy.

EDUCATION GOALS

Cooperate with area governmental units and school districts in the proper planning, coordination and support of those functions, services, or problems that overlap governmental boundaries.

- Provide opportunities to meet the educational needs of the community and the region.
- Provide an excellent system of educational facilities which supports attainment of educational goals and enhances other functional elements of the community.
- Encourage all citizens to be involved with the schools near them through the "neighborhood schools" concept.

OBJECTIVES & POLICIES: LAND USE

- Provide public educational facilities in populated, primarily urban, portions of the City of Tullahoma convenient to areas of need.

- Locate vocational, special and adult educational facilities on sites which are readily accessible to the areas being served as well as major activity centers.
- Policies governing the location of private educational facilities should be similar to those identified for public facilities/institutions.
- Consider dedication of property in residential developments or fees-in-lieu of property to minimize the impact of new development on existing educational facilities.

SERVICES & FACILITIES

- Offer a diversity of educational services and facilities at the primary, secondary, technical, special and adult educational levels that satisfactorily meet community needs.
- Offer diverse vocational educational services and facilities to meet community and area wide needs.
- Tailor special educational services and facilities to community needs.
- Services and facilities at all levels of education should be in compliance with state and federal educational standards and should periodically be monitored to ensure compliance.
- Private educational services and facilities should complement those offered by the public educational system.
- Provide public transportation services to all students attending public educational facilities as required by local, state and federal standards and in unusual cases where pedestrian travel is unsafe.

ADMINISTRATIVE & FISCAL

- Coordinate school system operations and regulations with other public agencies and departmental programs.
- Structure fiscal policy to meet community educational needs.
- Identify opportunities for citizens to contribute materially and intellectually to the education of our citizens.

GENERAL GOVERNMENT GOALS

- Ensure proper community development by providing a government which plans and responds to the community's social, economic and physical needs.



- Provide efficient and effective government services and facilities to protect and enhance the community's health, safety, welfare and property values.
- Build a strong working relationship between government and private enterprise to attain mutually beneficial goals.
- Provide for the effective participation of all persons and groups public and private, in the formation of government policy affecting Tullahoma's development.

OBJECTIVES & POLICIES: LAND USE

- Local government shall foster efficient and harmonious land development by providing a continuing planning process and by establishing policies, regulations and programs to guide development.

SERVICES & FACILITIES

Services and facilities shall be provided to accommodate community needs and in accordance with spatial development objectives.

- Within the Urban and Rural Areas a full range of government services shall be provided consistent with the needs of diverse and intense social economic and physical activity.
- An assessment of the level of service boundaries and LOS standards shall be prepared and schedules for service expansion.
- Within the City program areas shall be established to meet special community and economic development needs.
- Another industrial park shall be developed oriented toward the technical and research and development facilities in the community to encourage economic development in locations consistent with land use and employment objectives.
- Viable land outside the City shall be reviewed as provided for in Public Chapter 1101 Legislation for future annexation and acquisition to ensure that appropriate and suitable property is available to meet current needs for commerce and industry.

ADMINISTRATIVE & FISCAL

The Comprehensive Planning Process shall be strengthened to provide short and long-term guidance on the community's social, economic, and physical development.



The Comprehensive Planning Process shall ensure effective participation by all persons and groups, public and private, concerned with the community's development.

- Local government shall continue to promulgate and enforce regulations as a primary means of implementing policy.
- Zoning and Subdivision regulations shall be a primary means for implementing land use policy and encouraging innovative solutions to development problems.
- Codes and ordinances shall be routinely reviewed to examine their consistency with the General Plan, impact, and necessity.
- Codes and ordinances shall be coordinated to ensure effective and equitable application.

Management techniques shall be developed within local government to coordinate planning and implementation and provide for continuous involvement of government, business, and residents in meeting community goals.

- Develop an information system which coordinates planning, budgeting, and implementation.
- Develop strong intergovernmental relationships.
- Develop joint programs to economically increase effectiveness of service delivery.
- Include participation of operating departments in the planning process.
- Encourage public/private cooperation in the planning process.
- Continue to provide residents, businesses and visitor information on government programs, projects, and policies.
- Develop programs which use direct private sector participation in meeting community goals.
- Conduct a management audit to assess effectiveness of city government at least once every five (5) years.
- Establish fiscal policies and procedures which support goal attainment.
- Prepare annually a financial analysis of City government to determine fiscal conditions and formulate options for meeting community goals.
- Integrate planning and budgeting.
- Develop budget objectives based on planning priorities and policies consistent with fiscal policy.
- Evaluate budget expenditures to determine effectiveness in meeting goals and objectives.



- Evaluate project and program proposals for consistency with plans and community impact.
- Ensure effective citizen participation in the planning, budgeting, and implementation process.

SOCIAL SERVICES GOALS

- Provide comprehensive, accessible and affordable health care facilities and services to all residents of the community.
- Provide human service programs effectively related to the needs of families and individuals in the community including the aging population.

OBJECTIVES & POLICIES: LAND USE

- Provide land uses to accommodate medical and dental facilities and services at convenient locations for all Tullahoma residents.
- Locate major medical facilities on sites that are accessible to the proposed service area. Sites should also be easily and safely accessible and be compatible with nearby development.
- Permit expansion of the existing hospital and other major health facilities in a manner which will not adversely affect the surrounding existing land use pattern.
- The impact of future hospital expansion on the surrounding traffic circulation shall be evaluated and, and if necessary, mitigated.
- Permit medical and dental offices, and related commercial uses to develop in close proximity to the hospital and adjoining health facilities, if they will not adversely affect neighboring land uses.
- Locate specialized health facilities including nursing homes and similar on sites based on the land use requirements of the facility.
- Locate nursing and convalescent homes in close proximity to residential areas, but developed in a manner which will not adversely affect adjacent, less intense uses. Locations on either arterial or collector streets should be considered.
- Locate individual offices used by physicians, dentists and other health care professionals in close proximity to the population centers they serve, on sites which are easily and safely accessible, and in a manner which will not adversely affect surrounding properties.
- Medical facilities should be located either on arterial or collector streets. Medical and dental offices considered as home occupations may be located on the edge of residential neighborhoods if the surrounding area will not be adversely affected.

- Sites should be in close proximity to development centers and other similar land uses.
- Locate nursing homes and similar long-term care facilities in accordance with the specific needs of facility residents, on sites which are easily and safely accessible to through traffic, and in a manner which will not adversely affect surrounding properties.
- Provide social service facilities at convenient locations.
- Locate day care centers, either free-standing or operating as part of a church or school, near areas of need and on sites that are easily and safely accessible to and do not adversely affect surrounding properties.
- Locations of free-standing day care centers, including residential day care centers, shall be collector streets. Centers operated within other facilities shall be located on either arterials or collector streets.
- Locate free-standing social service centers on the perimeter of residential areas and in a manner which will not adversely affect surrounding properties. Site location criteria for social service centers operating as part of another facility shall follow the location criteria of that facility.

SERVICES & FACILITIES

- Improve the quality and quantity of preventive health care for all Tullahoma residents.
- Provide programs and services in areas not generally covered by traditional public or private programs, as well as community-wide services unique to public health (e.g., immunization), to all segments of the community.
- Improve and make available public and private social services to all Tullahoma residents.
- Develop and maintain all effective forms of public and private social service delivery.

ADMINISTRATIVE & FISCAL

- Encourage full citizen use of state, federal, and private feeding programs designed to meet the needs of high-risk populations or to deal with economic emergencies. Provide space at low or no cost in public facilities for emergency food programs.
- Support coordination between public and private providers of health and social services.

HOUSING & COMMUNITY DEVELOPMENT GOALS

- Provide all persons the opportunity to reside in decent, safe, and sanitary housing in a suitable living environment.
- Provide sufficient housing opportunities to ensure location choice for all persons.
- Develop and maintain viable neighborhoods as the primary element of the residential system.
- Develop a housing system which supports other community goals by ensuring efficient and economical use of resources and minimizing the negative effects of housing on other City systems and the natural environment.

OBJECTIVES & POLICIES: LAND USE

- Increase the supply of housing for all income groups.
- Encourage new residential development.
- Maintain and conserve existing housing.
- Control conversion of structures to and from residential use.
- Encourage mixed uses.
- Provide a variety of housing types including single family, multi-family, group quarters, institutional housing, and mobile homes.
- Provide a variety of housing prices and tenure types.
- Encourage price diversity in new housing construction.
- The location and density of housing shall be a function of service availability, proximity to activity areas, utility availability, access, and natural limitations of the land.
- Allow rural low density residential development in areas where urban services are not provided and are not foreseen to be developed during the planning period.
- Locate low density residential development where urban services can be provided and where it will not be impacted by high density or through traffic.
- Locate higher density residential development within the Urban Area on collector and arterial roads. Provisions of on-site recreation and open space shall be required. A variety of terrain is suitable but generally the grade should not exceed 15%.
- Planned unit development (PUD) shall be encouraged where sites possess unusual features (e.g., size, shape, topography, drainage,

adjacent land uses) which present special opportunities or limitations for development.

- Within the Urban Area mobile homes shall be encouraged to locate in mobile home parks. Mobile home parks shall be considered for, medium density, multi-family residential use. The location and design of individual parks should depend on surrounding land uses. With special consideration given to site planning, recreation, utility availability, open space, access and other facilities to accommodate resident needs.
- Provide a variety of residential patterns to meet housing needs.
- The primary residential pattern within the Urban Areas should be single family followed by more intense forms of residential development.
- Encourage infilling of existing residential areas prior to expansion of the Urban Area.
- Home occupations shall be strictly controlled with only those uses permitted which do not detract from the aesthetic quality or general function of residential uses.
- Protect the viability of existing residential areas through conservation, revitalization, and redevelopment techniques.
- The quality of housing shall be improved through programs of planning regulation and beautification.
- Local government shall continue programs designed to enhance residential, recreational and aesthetic quality.
- Ensure ample supply of land for residential development.
- Ensure sufficient lands are zoned for residential for development and encourage diversity of housing types.
- Identify land needed for future public facilities to serve residential development.

SERVICES & FACILITIES

- Implement a sidewalk/ greenway development program integrating the comprehensive transportation plan for bicycle and pedestrian improvements and the master plan of the parks and recreation department that would link together residential areas and activity centers and reduce pedestrian/vehicular conflicts.

ADMINISTRATIVE & FISCAL

- Assess and plan for future housing needs to anticipate and respond to community growth and change.

- In areas experiencing development pressure, conduct small area studies to guide land development.
- Developers should be encouraged to develop at a scale large enough to allow good site design and continuity in urban development.
- Formulate a more effective review process for development and redevelopment proposals.
- Promote coordination of public and private actions to meet housing needs.

CONSERVATION GOALS

- Develop an Open Space Network which will serve conservation, recreation and buffering purposes.
- Provide a high quality of life, with respect to all elements of the natural environment.
- Promote public understanding of the natural environment and seek to maintain a desirable ecological balance.
- Protect all sensitive and/or unique natural resources (e.g., wildlife habitats, aquifer recharge areas, floodplains, steep slopes) and processes.
- Protect historically significant buildings and/or areas within the City Limits and the Urban Growth Boundary.

OBJECTIVES & POLICIES: LAND USE

Develop guidelines to be used by developers and decision-makers to promote and achieve a compatible relationship between the natural systems and land development. Principles and methods outlined in the manual should accommodate the following policies:

- Conserve unique and sensitive natural topographic characteristics, such as steep slopes; drainage corridors; unique profiles and elevations in keeping with conservation purposes.
- Develop and support comprehensive soil conservation and storm water management efforts throughout the Tullahoma planning area.
- Continue to improve the Storm water Management Plan and adhere to its recommendations and design guidelines
- Determine the influence of individual and combinations of developments on drainage and erosion problems.



- Upgrade and strengthen existing erosion and sediment control regulations and the storm water ordinance.
- Develop criteria for evaluation erosion and flooding potential in the subdivision and site plan review process.
- Develop and maintain maps which delineate existing and potential critical erosion and flooding sites.
- Examine the relationship of natural systems with proposed development, and establish guidelines and environmental review procedures which will:
- Ensure safe development in areas subject to natural hazards (e.g., slopes, sinkholes, floodplains).
- Evaluate and monitor the presence of threatened or endangered species and unique flora and fauna.

Designate open space areas throughout the community to serve one or more specialized purposes, such as:

- Recreation Open Space--to maximize opportunities for outdoor recreational and educational activities.
- Identify and designate through sector plans and small area studies or upon review of development proposals, open space intended for preservation and recreational purposes.
- Encourage acquisition of historically or archeologically significant sites by public or private organizations.
- Provide opportunities for passive and active recreational activities (e.g., walking, picnicking, bicycling, and running).
- Include natural features of unique beauty or character in the Recreation Open Space Network.
- Buffer Open Space--to achieve a sense of natural environment and identity while separating conflicting land uses.
- Encourage use of buffers to separate conflicting land uses.
- Preserve open spaces which link various residential, commercial, and industrial areas.
- Protect fragile or unique natural resources from incompatible land uses or development (e.g., streams, floodplains, steep slopes, etc.)

- Encourage use of buffer zones for recreational purposes, but only those activities which are compatible with the buffering function.
- Encourage use of buffers to shape development, by providing edges and linkages to other developments.
- Conservation Open Space--to protect environmentally sensitive or unique natural resources.
- Identify and designate through sector plans and small area studies or upon review of development proposals, open space areas intended to protect environmentally sensitive and unique areas.
- Develop guidelines to be used by developers and other decision makers which will preserve areas designated as Conservation Open Space.
- Encourage the establishment of an Open Space District aside from the floodplain zones, to:
 - Ensure public control of development density and design; and
 - Ensure protection of environmentally sensitive areas.
- Promote and achieve a compatible relationship between natural resources (e.g., flora, fauna, natural drainage ways, floodplains) and land development through subdivision, site plan, zoning, and other development regulations.
- Enhance the visual appeal and natural beauty of the City of Tullahoma.
- Develop aesthetic standards.
- Encourage redevelopment of blighted urban areas.
- Through the subdivision review and site plan review processes, require design which: a) complements the natural landscape; b) conserves natural vegetation and open space areas; and c) uses views and pleasant visual elements to the best advantage.
- Regulate development and use of areas subject to natural hazards (e.g., floodplains, highly erodible soils, sinkholes).
- Encourage recreational use of Conservation Open Space, but only those activities which are compatible with conservation.

Designate Historic Districts in order to attract investment and enable protection as describe in the zoning ordinance.

SERVICES & FACILITIES

- Incorporate environmental planning in the provision of services and facilities in the Urban Area, in order to mitigate negative impacts on the natural environment.
- Encourage joint use of the Natural Systems with recreation facilities.
- Extension of services to the Rural Area should not endanger rural character of the land.

ADMINISTRATIVE & FISCAL

- Develop local government administrative policies which preserve and protect the natural environment throughout the City.
- Develop and implement regulations and controls to meet the need for protecting critical environmental areas, according to a plan.
- Consider amending the Subdivision Regulations to require public conservation and access easements in conservation/open space areas.
- Develop and implement fiscal policy which supports the goals and objectives in the Natural Environment section of the Comprehensive Development Plan.
- Consider density credits, transfer of development rights and cluster to promote preservation of natural areas and features.
- Consider incentives to encourage restoration, preservation, documentation and promotion of historically significant buildings and areas.

PROTECTION OF PERSONS & PROPERTY GOALS

- Ensure the safety and security of all citizens by implementing a unified communications network linking emergency management, fire, police, and other services.
- Protect the lives and property of all citizens by eliminating fire-causing conditions and minimizing the effects of fire.
- Preserve Property Rights by ensuring use of properties developed in compliance with the City's Comprehensive Plan and Land Development Regulations.

OBJECTIVES & POLICIES: LAND USE

- Develop emergency management, fire, and police facilities at locations which are easily and safely accessible to the community.
- Locate fire stations on sites which are easily and safely accessible to the surrounding community.
- Locations should be on arterial or collector streets, with consideration given to sites in close proximity to major highways.
- Sites should be in close proximity to a variety of uses to take advantage of minimum fire call response time (e.g., residential areas based on their development and population densities, major development centers, and industrial areas).
- Establish appropriate planning and design criteria for residential, commercial, industrial, and other types of development to encourage construction which meets or exceeds fire safety standards and criteria.
- Design residential, commercial, industrial, and other types of subdivisions to afford safe and convenient access by emergency vehicles.
- Require subdivisions be located in areas which are served by adequate water utility services. Areas should include standard sized lines and adequate water pressure.
- Sewer Service
- Flood Protection/Storm water
- Electric/Gas Utilities

SERVICES & FACILITIES

- Identify appropriate areas of fire and police service relative to population and development centers.
- Designate urban fire and police service areas to afford maximum coverage for fire and crime prevention activities, with little or no overlap of service area boundaries.
- Maintain existing fire and crime prevention programs and develop new programs to meet critical community needs and problems.



- Program fire facility construction and services within the guidelines of the Insurance Services Office (ISO) and similar fire protection requirements and standards.
- Develop and maintain fire fighting procedures and equipment to satisfy the demands brought on by new construction techniques.
- Develop a communications center to coordinate the dispatching of emergency personnel and equipment within the City and surrounding rural areas and maximize service efficiency and effectiveness.

ADMINISTRATIVE & FISCAL

- Establish and maintain cooperation and coordination among fire and police protection departments.
- Develop emergency preparedness plans and procedures to minimize the effects of natural and man-made disasters.
- Encourage cooperation between local agencies, state and federal agencies and private transportation providers to control the movement of hazardous materials through the community.
- Develop and implement a hazardous materials management program including ordinances to regulate the production and/or storage of hazardous and potentially hazardous materials in the community.
- Support cooperation among agencies at all levels of government in establishing and implementing emergency measures in the event of a natural disaster.

RECREATION & CULTURE GOALS

- Provide recreational and educational opportunities which will meet the needs of the people of the City of Tullahoma.
- Provide and maintain cultural opportunities to meet community desires.
- Provide physical and functional relationships between recreation, open space areas, cultural facilities and the community.
- Preserve and enhance the area's historic and cultural image, services and landmarks.

OBJECTIVES & POLICIES: LAND USE

- Develop and maintain park and recreation open space at convenient locations throughout Tullahoma.
- Develop and maintain park and recreation facilities in the community at a scale which reflects their location in either a rural or urban setting.
- Locate community parks in close proximity to several residential areas which may be characterized by a variety of housing types and densities.
- Locate a regional park to serve all residents of Tullahoma and surrounding communities which combines passive and active indoor/outdoor recreational activities.
- Designate endangered or unstable environmental areas as Conservation Open Space. Permit only those recreational activities which will not harm natural resources.
- Encourage the use of buffer zones for recreational purposes, but only those activities compatible with the buffering purpose.
- Locate cultural facilities, both public and private, throughout the community at locations accessible to the public.
- Expand the existing community library to meet current and future needs of the City.
- Locate churches throughout the community in close proximity to major residential areas. Consider sites which afford safe and convenient access.
- Encourage the conservation of archeologically, historically, and architecturally significant properties in the community.
- Provide regulatory controls for the protection of historically or architecturally significant structures, sites, and districts.
- Individual structures and sites to be protected should be listed on the National Register of Historic Places and should meet eligibility requirements for listing.
- Within districts proposed for historical designation at least 60 % of the structures should have historical or architectural significance.
- Provide information on federal incentives for historical preservation activities.



- Identify historically and architecturally significant areas of the City and establish appropriate zoning to protect areas from undesirable development that would alter historical character of the area.

SERVICES & FACILITIES

- Provide a comprehensive year-round recreation program for all residents of the City of Tullahoma.
- Coordinate public recreation services with the needs of the community in terms of demand and patterns of usage.
- Encourage citizen participation in the development of recreation programs.
- Develop facilities and programs to serve the needs of special groups, including the elderly and physically and mentally handicapped individuals.
- Expand recreational programs according to the Recreation Master Plan.
- Encourage development of private recreational facilities and services to meet special needs and complement public recreational facilities and services.
- Program and develop multi-use facilities to serve a variety of recreational and cultural needs of the community.
- Promote development of a Regional Recreation Complex with active participation by local, state, and federal resources in the development and maintenance of such a facility.

ADMINISTRATIVE & FISCAL

- Coordinate recreational planning, programming, and operations throughout the City to adequately serve the recreational needs of the community's residents.
- Maintain coordination between local recreation and state level departments to ensure that policies designed for both the City and state are consistent and complementary.
- Coordinate recreational programs and activities developed at the local level with the programs of other local governmental departments and agencies, as well as private groups involved in recreational planning and programming.



- The delivery of local programs and services should be a cooperative effort of public and private entities.
- Support the activities of established cultural organizations, including music and theatre groups, arts and crafts organizations, and heritage groups.
- Recreation programs established to serve the needs of the City should rely on all available public and private funding sources for implementation.
- Local officials should encourage the appropriation of funds from private groups having an interest in recreational planning and programming.
- Identify and utilize state and federal funding sources to provide the necessary resources for local project planning and implementation.

TRANSPORTATION GOALS

- Provide for the movement of people and goods throughout the City with safety, efficiency, and reasonable access.
- Provide transportation services and facilities which conserve the environmental resources of the community, and enhance the economic and social development of the community.
- Provide a variety of modes of travel to meet the different needs of people and commerce.

OBJECTIVES & POLICIES: LAND USE

- Provide a balanced system of transportation facilities which accommodate traffic movement at regional, city, and local levels.
- Provide a road system which satisfies the need for access at all functional levels.
- Provide an efficient and safe arterial road system to accommodate traffic between major activity centers.
- Provide an adequate collector street system to accommodate traffic between areas of less concentrated travel activity.
- Provide an adequate system of local streets to provide access to parcels of property.
- Develop a system of bicycle and pedestrian linkages between activity centers.



- Coordinate and improve the provision of transportation facilities with land development activity.
- Land use density should be directly related to the functional classification of the access route. There should be a graduation from higher to lower density land uses as distance from arterials increases.
- Limit the number of access points for development along major streets, to reduce conflict points and provide for the safety of motorists.
- Reserve adequate lands for new transportation facilities in the development review process by dedication of adequate R.O.W. based on anticipated traffic generation of the specific development and future development of the larger area and the Transportation Plan.
- Assure adequate parking facilities.
- Review parking facility proposals for their impacts on surrounding transportation facilities and land use activities.
- Ensure that parking regulations required for individual developments are adhered to in the development review process.
- Provide a regional airport which satisfies the needs for personal and business air travel.
- Provide facilities for safe storage, servicing, and operation of locally owned or locally based aircraft.
- Provide facilities for safe arrival, servicing, and departure of transient business and personal aircraft.
- Identify and acquire additional properties and navigational easements for expansion of the existing Municipal Airport.

SERVICES & FACILITIES

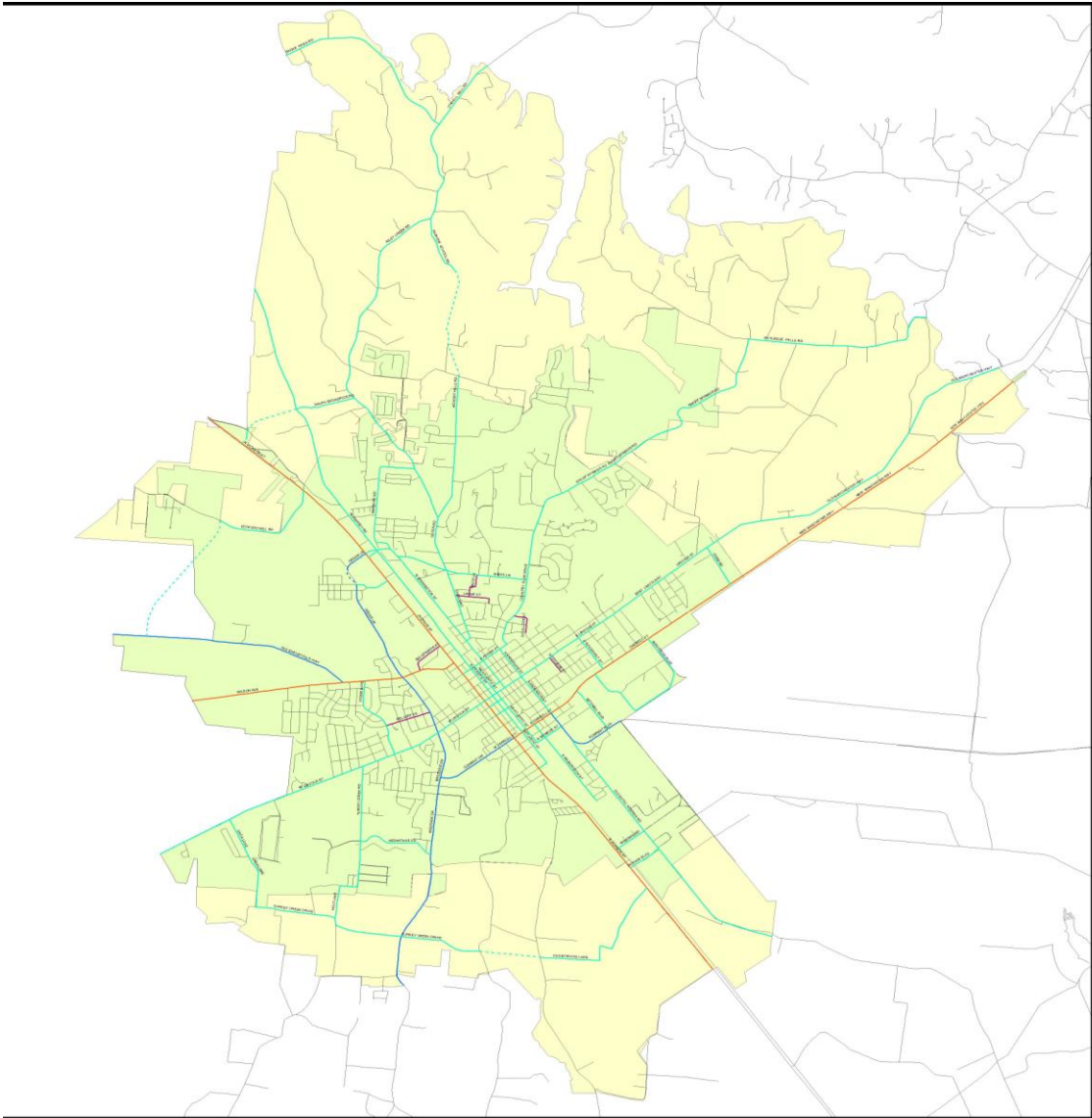
- Provide traffic control devices to assure efficient and safe use of the street system.
- Develop and maintain a signing and pavement marking system for all streets based on safety needs and conformance with the Manual on Uniform Traffic Control Devices.
- Eliminate dangerous railroad crossings and require control devices.



- Develop plan for construction of Northern Overpass and implement so as to provide safe and efficient access to commercial and professional services (e.g., hospital).
- Develop a signalization system that conforms to the Manual on Uniform Traffic Control Devices.
- Provide radio navigation facilities for adverse weather approaches to the Municipal Airport.
- Maintain existing Simplified Directional Facility and Non-Directional Beacon.
- Identify and acquire additional radio navigational facilities as required by growth of traffic or technological change.

MAP 4

MAJOR THOROUGHFARE PLAN, 2007



Major Thoroughfare Plan
City of Tullahoma
November 19, 2007

Approval herein certifies that this map represents the official transportation plan for the city of Tullahoma as adopted by the Planning Commission on this date



0 2,500 5,000 10,000 Feet

Planning Commission Chairman

Date

Legend

- Urban Principal Arterial (84' - 150' ROW)
- Urban Minor Arterial (60' - 84' ROW)
- Urban Minor Arterial - Proposed (60' - 84' ROW)
- Urban Collector (60' ROW)
- Urban Collector Proposed (60' ROW)
- Streets requiring overhead clearance on both sides
- Other Streets (60' ROW)
- Townships (60' ROW)
- Unincorporated Areas

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ADMINISTRATIVE & FISCAL

- Ensure efficient and effective operational services and facility maintenance.
- Ensure adequate system-wide operational services through coordination among government agencies and developers.
- Provide for maintenance of the road system, signs, signals, and other workings to ensure a safe and efficient transportation network.
- Provide coordination among agencies responsible for the implementation of local transportation programs.
- Construction of new roads and improvements to existing roads should be in conformance with the Transportation Improvement Program, local needs, adopted plans, and financial capability.
- Develop policy on the role of citizen participation in the transportation planning process.
- Develop the Tullahoma Municipal Airport into a regional airport serving the air transportation needs of the City and surrounding communities.
- Seek designation of the Tullahoma Municipal Airport as a regional air facility serving southern middle Tennessee.
- Identify and acquire additional properties for the expansion of the existing Municipal Airport.
- Acquire funding for the expansion of existing Airport facilities such as parking, terminals, runways, and instrumentation.
- Encourage participation of surrounding governmental entities (cities and counties) in management and fiscal support of airport maintenance and development.

UTILITIES & COMMUNICATIONS GOALS

- Provide all utility services in a manner which promotes public health, safety, and welfare and which protects and enhances the natural and man-made environment.
- Ensure adequate supply of utility service (energy, water, sewerage) for residential, commercial, and industrial uses.
- Provide utility service in a cost effective manner.

OBJECTIVES & POLICIES: LAND USE

- Provide and maintain essential public utilities and services in an economical and efficient manner.
- Optimize use and value of all existing utility services by minimizing sprawl development.
- Limit densities in the Rural Area to no less than 1 acre to prevent development where utility services are limited or non-existent.
- Minimize the cost of utility services and facilities by encouraging developments utilizing cluster housing.
- Discourage new development which cannot be efficiently provided with necessary utility services. Development should not be permitted which will exceed the existing capacity of utility system unless these systems are programmed for expansion necessary to meet demands of new development.
- Encourage the use of rights of way for locating utilities.
- Include aesthetics as a criterion in determining the location of utility facilities (e.g., treatment plants, landfills, utility lines, etc.). Use design controls and buffering to minimize negative impacts on surrounding areas.

SERVICES & FACILITIES

Provide wastewater services to developments within the Urban Area according to the following policies:

- Continue sewer line rehabilitation program coordinating other public improvements where possible.
- Require connections to central sewers for developments inside Urban Areas.
- Ensure cost-effective sewer extensions by reflecting the actual costs of providing the service in sewer improvement fees, hook-up fees, user fees, and the like.
- Ensure that wastewater service facilities meet all local and state health requirements.
- Provide water services in a manner which is consistent with designated goals.



- Coordinate water services with other utility services, especially sewer services.
- Encourage the interconnection of existing separate public water systems where feasible.
- Develop power utilities (e.g., electrical service, natural gas) in a manner which will enhance and promote continued economic development and conserve energy resources.
- Encourage the local utility operators (providers) to improve the integration of capital facility planning and provide service extension into appropriate locations.
- Promote coordination of public and private actions in meeting community energy needs.
- Develop and promote systems, programs, and practices that economize power consumption and recycle waste materials.
- Develop policies and coordinate efforts to facilitate use of local energy supplies, while minimizing negative effects on utilities and their customers.
- Provide solid waste services in a manner which is economically feasible and environmentally responsible.
- Ensure that solid waste services are provided in a manner that meets all state and federal requirements health and environmental and regulations.
- Promote resource recovery as a function of solid waste services.
- Encourage solid waste facilities to institute and maintain a comprehensive management system.
- Provide each citizen and business in Tullahoma with access to state approved means of solid waste disposal.

ADMINISTRATIVE & FISCAL

- Provide coordination between local government and utility operatives in the provision of utility services according to a uniform utility policy.
- Include representatives of all public utility agencies in the planning process.
- Ensure utility agency review early in the development process.
- Ensure utility services are provided in a cost effective manner.



ASSURANCE OF NON-DISCRIMINATION

The Municipal / Regional Planning Commission does not discriminate in its programs, activities, employment policies and procedures against qualified individuals because of race, sex, religion, age, national origin, or handicap. Rehabilitation Act of 1973 29 U.S.C. 794 - "No otherwise qualified individual with a disability in the United States shall, solely by reason of her or his disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance." Title VI of Civil Rights Act of 1964 42 U.S.C 2000d - "No person in the United States shall, on ground of race, or national origin be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance."

DISCLAIMER

Adoption of this CDP does not guarantee approval of zoning changes nor capital projects funding.



APPENDIX A

TULLAHOMA COMMUNITY PROFILE

(COFFEE & FRANKLIN COUNTIES)

Principal City Tullahoma
Coffee County Seat..... Manchester
Franklin County Seat Winchester
Area in Square Miles (Coffee County) 435
Latitude N35° 21.72'
Longitude W86° 12.56'
Elevation 1,081'
Market Region..... Nashville
Distance from Nashville 70 miles; Chattanooga 75 miles
City URL <http://www.tullahomatan.gov/>
Additional Incorporated Cities within County..... Manchester

POPULATION

	<u>City</u>	<u>Coffee County</u>
2010 (Census)	18,655	52,796
Percent Population Change		
2000 – 2010	3.7 %	9.9 %

CLIMATE

Annual Average Temperature 57.8°
Average High Temperature..... 68.2°
Average Low Temperature 47.3°



Annual Average Precipitation.....56.84"
Annual Average Snowfall.....5"
Prevailing WindsSoutherly
Mean Length of Freeze-Free Period (days)180-220

TAX STRUCTURE

PROPERTY TAXES

	<u>City</u>	<u>County</u>
Rate per \$100 value	\$ 2.29 (Coffee Co.).....	\$ 2.42 (Franklin Co.)
Outside Corp. limits	\$ 2.8528 (Coffee)	\$2.4661 (Franklin)

RATIO OF ASSESSMENT

Residential and Farm.....	25 %.....	25 %
Commercial/Industrial	40 %.....	40 %
Personal (Equipment)	30 %	30 %
(Inventory Tax) Raw Materials Only:		
Bonded Debt	\$ 45,714,848.....	\$ 22,299,859
Assessed Valuation	\$ 320,569,969.....	\$ 867,380,672
Assessed Valuation (Coffee & Franklin Co).....		\$ 342,615,468
School Tax	0 %	0 %
Sales	2.75 %	2.75 %
(Franklin Co.)		2.25 %
Hotel-Motel Tax	5.0 %.....	0 %



STATE TAXES

SALES TAX

- 5.5% tax on food and food ingredients; 7% on all other tangible personal property unless specifically exempted.

INCOME TAX

- Personal – 6 % on Interest & Dividends
- Corporate Excise Tax – 6.5% of Tennessee taxable income
- Franchise Tax – .25% of the greater of net worth or real and tangible property in Tennessee. The minimum tax is \$100.
- Unemployment Tax – New Employers 2.7% of first \$9,000

COMMUNICATIONS

Post Office Class	First
<u>Newspapers</u>	<u>Frequency</u>
Tullahoma News	3x/week
The Saturday Independent	Weekly
The Journal	Weekly
The Tennessean	Daily
Telephone Companies.....	LightTube, AT&T, Verizon Wireless, A-1 Paging, Inc.
Radio Stations.....	WHMT-AM 740, WHVK-FM 93.3,
Television Networks.....	4
Cable Companies	Yes
Channels.....	900
Fiber to the Premises.....	LightTube



EDUCATION

MUNICIPAL SCHOOLS

	#	Enrollment	Pupil/Teacher Ratio
Elementary	4	1,485	18.6:1
Middle	2	810	17.7:1
High	1	1,208	19.6:1
Voc-Tech	-	-	-
Private/Parochial ...	1	90	7.7:1

COLLEGES

- Motlow State Community College
- University of Tennessee Space Institute

State Industrial Training Service Available..... Yes

Type of Public School System City

GOVERNMENT

GOVERNING BODY

City.....Mayor and Board of Aldermen

Meets2nd and 4th Monday

Time..... 5:30 p.m.

Place..... Municipal Building

County Mayor and County Commissioners



FIRE DEPARTMENT

Municipal FT firefighters.....	32
Municipal FF volunteers.....	15
Full-time fire fighters in county	0
County volunteers	100
Municipal fire stations	2
Municipal fire apparatus.....	6
Fire stations in county	5
County fire apparatus.....	27

LAW ENFORCEMENT

Municipal FT police officers	40
County FT police/sheriff officers.....	40
Municipal patrol cars	40
County patrol cars.....	40

	<u>City</u>	<u>County</u>
Insurance Rating	4	6/10
Zoning Regulations.....	Yes	Yes
Planning Commission	Yes	Yes
Industrial Development Corp	Yes	Yes

TRANSPORTATION

NEAREST GENERAL AVIATION

- Tullahoma Regional/William Northern Field

Location Identifier..... THA



Distance from City.....2 miles NW
Runway Length 5,001 feet
Surface Asphalt/Concrete
LightingMIRL/VASI
Fuel..... 80/100LL/Jet A
Repair Major
Transportation..... Taxi and Rental Car

NEAREST COMMERCIAL SERVICE

- Nashville International Airport

Location Identifier.....BNA

- Served by 13 airlines; operating 375 average daily flights to 74 markets and 47 non-stop markets (as of November 2009).

HIGHWAYS

U.S Highways41A

State Highways 55 and 130

Nearest Interstate 11 miles to Interstate 24

COMMON CARRIERS

Air Freight CompaniesNone

Motor Freight Companies 25

Terminal Facilities 1

Bus Services – Inter-CityNo

Local: No Carrier ServiceNo

RAILROADS: SERVED BY

- CSX Transportation
- Caney Fork & Western Railroad



NAVIGABLE WATERWAYS

River	Cumberland and Tennessee
Channel Dept.....	9 feet
Nearest Port Facility.....	South Pittsburgh
Distance (in miles)	40

COMMUNITY FACILITIES

HEALTH CARE

Hospitals	1
Beds	137
Clinics	2
Surgery Centers.....	1
Doctors	51
Dentists	15
Nursing Homes	1
Beds	130
Residential Care/Assisted Living.....	2

RELIGIOUS ORGANIZATIONS

Protestant	41
Catholic.....	1
Other.....	Jehovah's Witness, Seventh Day Adventist, and Latter Day Saints

DAY CARE

Day Care Centers	7
Day Care Homes	45



RECREATION & LEISURE

Libraries	1
Parks.....	3
Golf Courses (Public & Private)	2
Swimming Pools (Public & Private).....	3
Country Clubs	1
Theaters.....	1 (8 screens)
Bowling Alleys.....	1
Hotels & Motels.....	6
Rooms	216
Bed & Breakfasts	1
Largest Meeting Room Capacity.....	250
Restaurants	44
Other.....	Fine Arts Center, Skydiving Center, Skating Rink

APPENDIX B

BIBLIOGRAPHY & REFERENCES

MAPS

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- City of Tullahoma Land Use Map
- City of Tullahoma Thoroughfare Map
- City of Tullahoma Urban Growth Boundary Map (Combined Coffee & Franklin Co.)
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- Tennessee Department of Transportation – Coffee County
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